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7 Pebruary 1964

MENORANDUM FOR: Chief, Africe Division

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: Director of Pinance

SUBJECT

: Confidential Fords Division Representative's Visit to

Africa Field Stations

REFERENCE

: Memorandum dated 26 July 1963 from Deputy Comptroller

to Chief, Africa Division

1. During the period from 10 September to 10 December 1963, certain Africa Stations were visited to assist them in their day to day finance activities, to train the Administrative and Zinence assistants, and to obtain data which may be used by the Africa Mivision and the Office of Finance for improving the finance activities at overseas stations.

- 2. Assistance was furnished by proparation of elaims, recording financial and property transactions, ensuring headquarters correspondence, and to the extent falt to be necessary and practical explaining regulatory accounting and reporting requirements. Training of the finance and administrative assistants was accomplished by a discussion of the problems encountered (with salutions given or suggested), enevering specific questions concerning finance matters, and giving guidelines for handling
- 3. Although there were variations from station to station, a pattern energed revealing a need for improvement in:
 - a). providing better support in finance matters to agents under non-official cover.
 - b). revising procedures used in stations so finance probless are high-lighted quicker, and the attention of Chiefs of Station is brought to possible problem areas, (a separate memo is being prepared in this area), and
 - c). training those designated to perform the finance duties in overseas stations.

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Next 2 Page(s) In Document Exempt

MEMORANDUM FOR: Chief, Africa Division

SUBJECT:

Financial Problem Areas - Africa Division Activities

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Africa Division, Chief of Support and Budget Officer respectively; and messrs.

Comptroller, problems pertaining to Africa Division's financial activities as recently brought out in IG and audit reports were discussed with a view to adopting actions to alleviate these problems. Following is a summary of the problems discussed and the actions planned.

2. A study of the problems resulting from field station activities reflect an inadequate control of funds, incomplete maintainence of financia records, and some lack of understanding of the procedures prescribed for guidance of field stations. To alleviate this problem area, another Finance Officer position, BR-370, GS-12, has been established in the Budget and Fiscal Office of your Division. As agreed the incumbent of this position will spend approximately 50% of her time at Field Stations assisting the stations in their day-to-day finance activities, training administrative and finance assistants, and obtaining data which may be used by the Africa Division and Comptroller for improving the finance activities at those stations. has been selected to fill this position and will be made available to the Africa Division on 22 July 1963. I have asked the Chief, Finance Division, to make available a senior finance officer to visit alternate stations during field trip. Chief, Operations and Liaison Branch, Finance Division, has been selected for this duty. I feel that two finance officers (one from the Africa Division and one from the Finance Division) should continue visits to Africa field stations until the finance activities of the field stations have reached the desired standards. It is requested that the reports prepared on each visit to a field station

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3. In the area of Headquarters controlled activities, the difficulties, for the most part, stem from the inadequacy of basic authorizing documents essential to the administration of financial activities of agents and projects and the tardiness and lack of factual accounting data submitted. From the initial briefing of departing agents to the receipt of related accountings from the agents and cover companies, the Agency is often without agent contracts, meaningful or detailed letters of understanding with the cover facilities, Fiscal Annexes, or Administrative Plans. This deficiency in documentation considerably delays the time required to audit

be addressed jointly to the Chief, Africa Division, and the Comptroller.

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SUBJECT: Financial Problem Areas - Africa Division Activities

agent and project accountings, and results in a high percentage of delinquencies in the Africa Division accounts. Approximately fifty per cent (50%) of the Agency's delinquent agent accounts at 31 May 1963 were those of Africa Division. Recent Reports of Audit support these conclusions. Through closer coordination between the Finance and Africa Divisions and by increased emphasis in the planning and documenting stages of new activities, it is felt that difficulties of the nature now being experienced can be eliminated to a large degree. Emphasis should also be given to amending the documentation of those activities currently suffering from incomplete agreements. Improvement in this field, coupled with an increased and continued emphasis on obtaining accountings will insure better financial administration of these activities. We have just assigned to the Finance Division a senior finance officer, recently returned from the field, to work on Africa Division finance activities; he is currently making a detailed review of the basic financial authorizing documents and accounts of the Africa Division with a view to providing better servicing of these accounts and raising the accounting standards. Also, on or about 1 August, we are assigning on a temporary basis as a Finance Assistant in your Budget and Fiscal Office to provide additional assistance in the Africa Division.

4. We would appreciate receiving any suggestions or recommendations as to further actions which you think might be taken by the Comptroller, the Africa Division, or by both of us jointly, to improve the support and administration of Africa's financial activities.

Deputy Comptroller

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Distribution:

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1 - Comptroller

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